**Item: 5**

**Development and Infrastructure Committee: 12 November 2024.**

**Performance Monitoring – Neighbourhood Services and Infrastructure.**

**Report by Corporate Director for Neighbourhood Services and Infrastructure.**

# 1. Overview

1.1.    The Council Plan 2023-28, approved in March 2023, reflects national priorities set by both the Scottish and UK Governments and the core services which the Council provides day to day, as well as taking account of new duties arising from recent legislation.

1.2.    The Delivery Plan to support the Council Plan contains a number of priority actions listed to indicate the work which will be undertaken to achieve the identified outcomes.

1.3.    The Council Plan 2023-28 noted that each directorate will have a delivery plan describing the priorities that they will deliver. The Directorate Delivery Plan for Neighbourhood Services and Infrastructure was approved in December 2023.

1.4.    The Council's Risk Management Policy and Strategy requires that all directorates maintain a register of risks that are inherent in its activities and the services it provides.

1.5.    In terms of the Council's Strategic Planning and Performance Framework, performance in respect of the Directorate Delivery Plan, performance indicators and complaints and compliments are reported to the relevant committee on a six-monthly basis, in June and November.

1.6.    Annexes 1 and 2 provide the six-monthly updates in respect of the Neighbourhood Services and Infrastructure directorate delivery plan, together with relevant performance indicators.

1.7.    Section 5 below sets out more detail on complaints and compliments received by the Neighbourhood Services and Infrastructure service.

1.8.    Annex 3 sets out the revised directorate risk register for consideration.

## 2. Recommendations

2.1.    It is recommended that members of the Committee:

      i.    Scrutinise the performance of Neighbourhood Services and Infrastructure for the reporting period 1 April to 30 September 2024, in respect of directorate priorities and performance indicators, as set out in Annexes 1 to 3 and respectively to this report.

      ii.    Agree the proposed amendments to the Directorate Delivery Plan actions as set out in sections 3.2 and 3.3 of this report.

      iii.    Scrutinise the complaints and compliments made to Neighbourhood Services and Infrastructure in the six-month period 1 April to 30 September 2024, and for the two preceding six-month periods, as set out in section 5 of this report.

      iv.    Approve the revised Neighbourhood Services and Infrastructure Risk Register, attached as Annex 3 to this report.

## 3. Directorate Delivery Plan Performance Monitoring

3.1.    The Directorate Delivery Plan progress report, attached as Annex 1 to this report, provides the detail of the agreed directorate priorities, as expressed in the Neighbourhood Services and Infrastructure Directorate Delivery Plan 2023 – 2028.

3.2.    Set out below are those Directorate Delivery Plan actions assessed as blue within Annex 1, namely those which have been progressed to completion and are now being recommended for removal from the Directorate Delivery Plan.

- Plant and Vehicle Replacement Strategy - we will deliver a vehicle fleet that meets the needs of the communities and the Council while reflecting the aspirations of Net Zero and decarbonisation within available resources.

3.3.    Set out below are those Directorate Delivery Plan actions assessed as requiring an extension to the target date and are now being recommended for the proposed dates to be approved.

- Local Resilience Plan – prepare a local resilience plan for each island – target date to be extended from 31 March to 30 September 2025.
- Marine Plan - prepare a plan for the Orkney Islands Marine Region – target date to be extended from 31 March to 31 December 2025.
- Local Place Plans - promote and support the production of plans – target date to be extended from 30 September 2024 to 31 March 2025.

# 4. Directorate Performance Indicators

4.1.   Directorate performance indicators provide the mechanism through which the performance of aspects of the services provided year on year are monitored. The monitoring report for Neighbourhood Services and Infrastructure is attached as Annex 2.

4.2.   The Corporate Leadership Team agreed to start monitoring the Human Resources Cross Council Generic Performance Indicators on a quarterly basis but to remain reporting to committee on a six-monthly basis, both sets of data are added to the system which is why the charts on the annex for these indicators show statistics for quarterly and  six-monthly periods.

# 5. Directorate Complaints and Compliments

5.1.   Table 1 below sets out the complaints and compliments made to Neighbourhood Services and Infrastructure in the six-month period 1 April to 30 September 2024, and for the two preceding six-month periods.

| Table 1. | Six months ending 30 September 2023. | Six months ending 31 March 2024. | Six months ending 30 September 2024. | Totals. |
|---|---|---|---|---|
| Complaints. | 23. | 20. | 25. | 68. |
| Compliments. | 63. | 81. | 58. | 202. |

5.2.   When considering the raw data within Table 1 above, it should be noted that the Council has adopted a policy of encouraging staff to record all complaints against the Council through the Complaints Handling Procedure. This includes complaints that are quickly and satisfactorily resolved by the frontline service, thereby enabling the Council to identify any trends that would help to improve the service. As a result, the number of complaints captured by the procedure may increase and that does not necessarily reflect an increase in the number of people contacting the service to express dissatisfaction with the Council.

5.3.   When complaints are received, they are often very complex and take time to respond to. However, the Scottish Public Services Ombudsman makes clear that it is more important to respond fully and fairly to a complaint than it is to respond within the deadline.

5.4.   It is also important to note that the number of complaints received by the Council does not capture the number of first-time service requests that frontline teams

handle and manage each day. A great deal of effort goes towards dealing with these service requests to find an immediate resolution for customers which helps to prevent a situation escalating to a complaint.

5.5.    Between April and September 2024 there were no discernible relationships in terms of the types of complaints received.

5.6.    In the reporting period April to September 2024, the number for Neighbourhood Services and Infrastructure complaints generally is broken down as follows:

- 14 complaints were not upheld.
- 6 complaints were upheld.
- 4 complaints were partially upheld.
- 1 complaint outcome is still to be determined.

5.7.    The Directorate Complaints Officer works with Heads of Service, Managers and Officers to improve the flow of communication and response time regarding complaints and provides a support mechanism in terms of advice.  The Customer Services Platform system is very beneficial in regard to recording of formal complaints and in the longer term, when reporting capacity has increased, efficiency of reporting should increase. Internally run complaints training is offered to all Council staff and the Scottish Public Services Ombudsman run courses periodically.

5.8.    It is encouraging to observe the number of compliments received across the Neighbourhood Services and Infrastructure Directorate noting that the detail on these compliments is provided in the quarterly reports produced by the Complaints Officer and submitted to the Information Governance Officer.  The compliments received during this six-month monitoring period vary in nature – the majority are in relation to the service provided by the Trading Standards team, but others relate to various other services provided by Neighbourhood Services and Infrastructure, including Roads Operations, Waste Operations, Environmental Health, Building Cleaning, Building Standards and Development and Marine Planning.   A reminder of how to report compliments was sent to all Neighbourhood Services and Infrastructure staff in October  2024 and a further reminder is due to go out to all staff in January 2025 (including to those who do not have access to a computer); managers also play a key part in encouraging their teams to ensure compliments are shared and sent to the Directorate Business Support team for recording.  Compliments are recorded through the Customer Services Platform.

# 6. Directorate Risk Register

6.1.    Managers within Neighbourhood Services and Infrastructure have recently carried out a six-monthly review and update of the directorate Risk Register, along with the list of actions to mitigate these risks. The updated Risk Register is attached as Annex 3 to this report.

**For Further Information please contact:**

Hayley Green, Corporate Director for Neighbourhood Services and Infrastructure, extension 2301, Email **hayley.green@orkney.gov.uk**

**Implications of Report**

1.    **Financial:** none arising directly from this report.
2.    **Legal:** The Council's performance monitoring systems help the Council to meet its statutory obligation to secure best value.
3.    **Corporate Governance:** not applicable.
4.    **Human Resources:** not applicable.
5.    **Equalities:** An Equality Impact Assessment is not required for performance monitoring.
6.    **Island Communities Impact:** An Island Communities Impact Assessment is not required for performance monitoring.
7.    **Links to Council Plan:** the proposals in this report support and contribute to improved outcomes for communities as outlined in the following Council Plan strategic priorities:
    ☒Growing our economy.
    ☐Strengthening our Communities.
    ☒Developing our Infrastructure.
    ☒Transforming our Council.
8.    **Links to Local Outcomes Improvement Plan: the proposals in this report support and contribute to improved outcomes for communities as outlined in the following Local Outcomes Improvement Plan priorities:**
    ☐Cost of Living.
    ☒Sustainable Development.
    ☐Local Equality.
9.    **Environmental and Climate Risk:** not applicable.
10.    **Risk:** service risks are outlined in the attached Risk Register.
11.    **Procurement:** not applicable.
12.    **Health and Safety:** not applicable.
13.    **Property and Assets:** not applicable.
14.    **Information Technology:** not applicable.

**15.   Cost of Living:** not applicable.


**List of Background Papers**

Council Plan 2023-28.
Council Delivery Plan 2023-28.
Local Outcomes Improvement Plan.
Neighbourhood Services and Infrastructure Directorate Delivery Plan 2023-28.
Risk Management Policy and Strategy.


**Annexes**

Annex 1 – Directorate Delivery Plan Actions.

Annex 2 – Performance Indictors.

Annex 3 – Risk Register.

# Neighbourhood Services and Infrastructure (NSI) Directorate Delivery Plan 2023-2028

Progress against NSI Directorate Delivery Plan Priorities at 30 September 2024.

| Title | Description | Intended Outcome | BRAG | | Start Date | Target Date |
|---|---|---|---|---|---|---|
| 01 - Process Improvement - Review of the Orkney Local Development Plan (OLDP) 2017 and preparation of the new OLDP | Review of the Orkney Local Delivery Plan 2017 and preparation of new Local Development Plan (LDP) Cross referenced with the Local Code of Corporate Governance: Improvement Action Plan 2023-2024 - Defining Outcomes C1 | Develop a policy/spatial framework for local decision making that will support the delivery of a wide range of strategic priorities including climate change, nature, recovery, inclusive growth and the well-being economy. | GREEN | ▷ | 12-Dec-2023 | 31-Mar-2027 |

| Lead | Comment |
|---|---|
| Hayley Green | **BRAG status as at 31 March 2024 was green.**<br><br>The Development Plan Scheme which sets out the programme for the preparation of the Local Development Plan (LDP) was presented to the Development and Infrastructure Committee in November 2023. Work is underway in preparing the Evidence Report and as part of this there have been public engagement events on the review of the LDP. Drop-in events were held in Stromness, Dounby, Kirkwall and St Margaret's Hope during April – June 2024. Public surveys – a Call for Ideas, the Call for Sites and an Outdoor Play Space Survey were also conducted in the period between May and September 2024. Publication of the proposed Local Development Plan for public consultation is expected in January 2026, with the Plan anticipated to be adopted in March 2027.<br><br>An updated Development Plan Scheme will be presented to the Development and Infrastructure Committee in November 2024. |

| Title | Description | Intended Outcome | BRAG | | Start Date | Target Date |
|---|---|---|---|---|---|---|
| 02 - Marine Plan - prepare a plan for the Orkney Islands marine region | Prepare a marine plan for the Orkney Islands Marine Region.<br>Cross referenced with the Local Code of Corporate Governance: Improvement Action Plan 2023-2024 - Defining Outcomes - C1 (target 2022-2028) | Develop an integrated policy/spatial framework to guide local decision making on development and activities in the marine environment, whilst ensuring that the quality of marine environment is protected, and where appropriate, enhanced. | GREEN | ▶ | 12-Dec-2023 | 31 -Mar-2025 |

| Lead | Comment |
|---|---|
| Hayley Green | **BRAG status as at 31 March 2024 was green.**<br><br>Following submission of the consultative draft plan to the Scottish Government in December 2022, unfortunately it took the Scottish Government until June 2024 to sign off the draft plan for public consultation. This significant delay was due to staff resource issues, a lack of clarity on national marine planning policy and the result of a judicial review regarding the appropriate use of the National Marine Plan. Public consultation on the draft plan commenced in August 2024 and runs for a 12-week period until October 2024 with drop-in sessions held at ten locations throughout Orkney plus two online engagement events.<br><br>The updated Statement of Public Participation now indicates that a Finalised Plan will be published in Autumn/Winter 2025 so consideration should be given to extending the target date for this action from 31 March to 31 December 2025. |

| Title | Description | Intended Outcome | BRAG | | Start Date | Target Date |
|---|---|---|---|---|---|---|
| 03 - Sustainable Transport - develop and deliver walking, wheeling and cycling projects | Develop and deliver walking, wheeling and cycling projects. | Enable the delivery of a high quality accessible active travel network which improves the ability of people to walk, wheel or cycle for any journey, supporting the health and well-being of our residents and visitors, reducing carbon emissions, benefitting the local economy and reducing inequalities. | GREEN | ▶ | 12-Dec-2023 | 31-Mar-2028 |

| Lead | Comment |
|---|---|
| Hayley Green | **BRAG status as at 31 March 2024 was green.**<br><br>The £200,000 Tier 1 Active Travel funding received from Transport Scotland in July 2024 is to be spent to partly fund the Weyland Bay Coastal Path (£150,000) and to fund Mobility and Movement Studies (£50,000) for Kirkwall and Dounby. A Stage 2 Capital Project Appraisal for the former project was recommended for approval by the Policy and Resources Committee in November 2023 and the latter project is part of a Sustrans Capacity Building Project with the overall aim of assessing how people travel to and around both locations, identifying opportunities for walking, wheeling and cycling will inform the review of the Local Development Plan.<br><br>In addition, the following projects are to be funded via the Council's Covid-19 Recovery Fund for Footpaths, Core Path and Cycleway Improvements:<br><br>• £135,000 to fund the remaining cost of the Weyland Bay Coastal Path.<br>• Provision of a new footpath and changes to car parking at Shapinsay School to segregate cars and pedestrians. This is a project identified in the School Travel Plan and is estimated to cost £60,000.<br>• Provision of street lighting for a section of existing footpath in Pierowall at an estimated cost of £40,000.<br>• £35,000 for a Mobility and Movement Study for Stromness to identify opportunities for walking, wheeling and cycling, and inform the review of the Local Development Plan.<br>• Street lighting for footpath/steps linking Stromness Co-op with the Back Road at an estimated cost of £20,000.<br>• Review and re-draft all School Travel Plans at an estimated cost of £20,000. |

Sustrans has also received funding from Transport Scotland to provide support to the Council to undertake a collaborative design for an active travel project providing a safer route to school along Ferry Road, Stromness and they will also be undertaking an initial technical feasibility study, looking at a potential traffic-free walking, wheeling and cycling route atop the planned underground electricity cable installation between Stromness and Finstown.

An Active Travel update seminar with Elected Members is to be held on 30 October 2024.

| Title | Description | Intended Outcome | BRAG | | Start Date | Target Date |
|---|---|---|---|---|---|---|
| 04 - Local Place Plans - promote and support the production of plans | Promote and support the production of Local Place Plans. | Encourage local communities to play a proactive role in defining the future of their places through expressing their aspirations and ambitions for future change and developing proposals for their local area to feed into the planning system. | RED | 🔴 | 12-Dec-2023 | 30-Sept-2024 |

| Lead | Comment |
|---|---|
| Hayley Green | **BRAG status as at 31 March 2024 was green.**<br><br>All community councils have been written to with an invitation to prepare Local Place Plans by the end of March 2025 and a request to contact the Development Planning team if they are interested in doing so. A dedicated part of the Council website has been created offering links to supporting materials to assist communities in preparing a Local Place Plan. A number of communities have indicated an interest in preparing plans including Evie and Rendall, Holm, Kirkwall and St Ola, Stromness, Stenness, Stronsay and St Andrews and Deerness. The Dounby Local Place Plan is in the process of being finalised prior to being formally registered with the Council. Consideration should be given to extending the target date for this action from 30 September 2024 to 31 March 2025. |

| Title | Description | Intended Outcome | BRAG | | Start Date | Target Date |
|---|---|---|---|---|---|---|
| 05 - Capital Strategy | Develop and deliver a new Capital Strategy to facilitate the effective delivery of a programme of OIC's capital construction and other projects and improvements setting out a 10 year strategy to drive forward a programme. | Improve the clarity, efficiency and delivery of how we spend capital in Orkney. | GREEN | ▶ | 12-Dec-2023 | 31-Mar-2028 |

| Lead | Comment |
|---|---|
| Hayley Green | **BRAG status as at 31 March 2024 was green.**<br><br>The existing capital programme continues to be delivered, the title for this programme has been changed to Capital Strategy which is part of the ongoing review of the process and was agreed by the Corporate Leadership Team on 29 April 2024.<br><br>An update on capital slippage and a revised Capital Project Appraisal (CPA) process has been developed through working with the Finance team in partnership with whom a review of the programme has been done, with projects which cannot progress at present being removed from the programme, following a recommendation by the Policy and Resources Committee in June 2024, which reduces artificial items of slippage.<br><br>The updated Capital Strategy and an updated CPA process have been drafted and both will be presented to Policy and Resource Committee in November 2024. |

| Title | Description | Intended Outcome | BRAG | | Start Date | Target Date |
|---|---|---|---|---|---|---|
| 06 - Orkney Local Heat and Energy Efficiency Strategy | Progress to Net Zero via the decarbonisation of our Council buildings and properties, via the Orkney Local Heat and Energy Efficiency Strategy.<br><br>Cross referenced with the Local Code of Corporate Governance: Improvement Action Plan 2023-2024 - Defining Outcomes - C1 (target 2023-2025) | Reduce our carbon footprint, so that Council assets progress to decarbonisation to help play our part in addressing climate change to mitigate the impacts it has locally and globally. | GREEN | ▶ | 12-Dec-2023 | 31-Mar-2028 |

| Lead | Comment |
|---|---|
| Hayley Green | **BRAG status as at 31 March 2024 was green.**<br><br>The Orkney Local Heat and Sustainable Energy Efficiency Strategy (LHEES) along with the LHEES Delivery Plan and Consultation Document have been drafted and are being considered by the Corporate Leadership Team on 7 October 2024.<br><br>The consultation is planned to commence in October 2024.<br><br>The LHEES and the Delivery Plan and Consultation will then be considered by Policy and Resources Committee in February 2025, and once approved will be published and submitted to the Scottish Government. |

| Title | Description | Intended Outcome | BRAG | | Start Date | Target Date |
|---|---|---|---|---|---|---|
| 07 - Strategic Asset Plan | Develop and deliver a Strategic Asset Plan to review our use of property assets so that the Council can take steps to be more efficient. | Review our property assets to make sure they give best value in terms of an environment for service delivery and in terms of money. | GREEN | ▶ | 12-Dec-2023 | 31-Mar-2028 |

| Lead | Comment |
|---|---|
| Hayley Green | **BRAG status as at 31 March 2024 was green.**<br><br>Work is continuing across the Estates service to support this action. A meeting has been held with Scottish Futures Trust and we are planning to engage them. The Property Asset Management Plan is in place and work on the delivery plan is underway. |

| Title | Description | Intended Outcome | BRAG | | Start Date | Target Date |
|---|---|---|---|---|---|---|
| 08 - Local Resilience Plan | Prepare a local resilience plan for each island.<br><br>Cross referenced with the Local Code of Corporate Governance: Improvement Action Plan 2023-2024 - Engaging comprehensively with institutional stakeholders -B2. | Develop the resilience of our communities, helping their planning and preparation of response. | GREEN | ▶ | 12-Dec-2023 | 31-Mar-2025 |

| Lead | Comment |
|------|---------|
| Hayley Green | **BRAG status as at 31 March 2024 was green.**<br><br>This is being developed by the Safety and Resilience Service in conjunction with the Service Manager (Democratic Services and Communications). Consideration should be given to extending the target date from 31 March to 30 September 2025. |

| Title | Description | Intended Outcome | BRAG | | Start Date | Target Date |
|-------|-------------|------------------|------|--|------------|-------------|
| 09 - ICT and Cybersecurity Strategy | Develop and deliver the new ICT and Cybersecurity Strategy 2024-2029 | Implement and deliver a new Information and Communication (ICT) and Cybersecurity Strategy and establish new service level agreements to support the availability and data quality of our information technology systems. | GREEN | ▷ | 12-Dec-2023 | 31-Mar-2028 |

| Lead | Comment |
|------|---------|
| Hayley Green | **BRAG status as at 31 March 2024 was green.**<br><br>The draft strategy will be presented to Asset Management Sub-committee in January 2025. |

| Title | Description | Intended Outcome | BRAG | | Start Date | Target Date |
|-------|-------------|------------------|------|--|------------|-------------|
| 10 - Management and Control of Operational Costs | Complete the review of the New Horizon system, supported by the Improvement Support Team.<br><br>Cross referenced with the | Improve internal management and control of operational costs. | GREEN | ▷ | 12-Dec-2023 | 31-Mar-2028 |

| | | | | | |
|---|---|---|---|---|---|
| | Local Code of Corporate Governance: Improvement Action Plan 2023-2024 - Robust Internal Controls - F3 | | | | |

| Lead | Comment |
|---|---|
| Hayley Green | **BRAG status as at 31 March 2024 was green.**<br><br>This is an ongoing action which encompasses a full scale review of the methods for recording time and activities and then allocating the appropriate costs to the relevant cost centres. The job card process is being reviewed, with the aim of reducing its complexity, and work continues to investigate and understand the ways in which shared costs are distributed across budgets. This item is discussed at Neighbourhood Services Management meetings. |

| Title | Description | Intended Outcome | BRAG | | Start Date | Target Date |
|---|---|---|---|---|---|---|
| 12 – Waste and Recycling Strategy | Identify appropriate strategic direction for waste and recycling in Orkney, taking into account changes in legislation. The strategy has been identified but we have not been able to put in place the infrastructure to support it which relates to funding issues. We will continue to look for ways to fund the necessary infrastructure. | Develop a waste strategy for Orkney that reflects local and national requirements and aspirations and supports work towards Net Zero within existing resources. | GREEN | ▶ | 12-Dec-2023 | 31-Mar-2028 |

| Lead | Comment |
|---|---|
| Hayley Green | **BRAG status as at 31 March 2024 was green.** |

The previous plans for the proposed Integrated Waste Facility have been reviewed and it is confirmed that the underlying strategy is still relevant and will meet both local and national requirements, policy guidelines and statutory considerations. However, the estimated cost of the Integrated Waste Facility was confirmed as unaffordable at the Policy and Resources Committee held on 18 June 2024. A consultant has been appointed to assist in the development of a future waste strategy which will look to identify and implement smaller, stand-alone pieces of work which could contribute to increasing recycling rates, improving efficiencies and identifying opportunities for community or business led projects.

| Title | Description | Intended Outcome | BRAG | | Start Date | Target Date |
|---|---|---|---|---|---|---|
| 13 - Plant and Vehicle Replacement Strategy | We will deliver a vehicle fleet that meets the needs of the communities and the Council while reflecting the aspirations of Net Zero and decarbonisation within available resources. | Plant and Vehicle Replacement Strategy that incorporates best use of existing assets plus a plan to move towards decarbonisation of the fleet. | BLUE | ⬆ | 12-Dec-2023 | 31-Mar-2028 |

| Lead | Comment |
|---|---|
| Hayley Green | The annual Plant and Vehicle Replacement Programme for 2024/25 was approved by the Asset Management Sub-committee in January 2024 and work has begun to procure the vehicles on this programme. As part of the ongoing development and review of the programme for future years, consideration is given to identifying alternative technologies, sharing of vehicles and the purchase of multi-purpose vehicles. Accordingly, consideration should be given to closing this action which has moved to business as usual. |

**BRAG key**

**Red** - the performance indicator is experiencing significant underperformance, with a medium to high risk of failure to meet its target.
**Amber** - the performance indicator is experiencing minor underperformance, with a low risk of failure to meet its target.
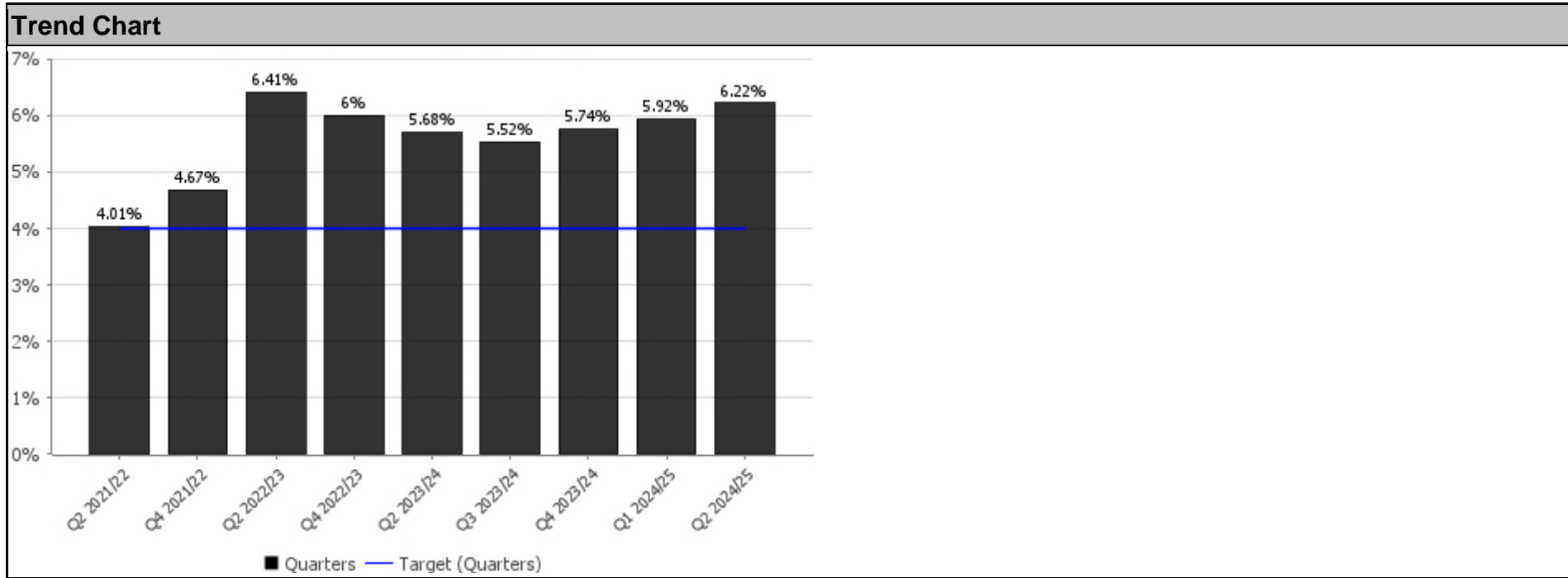**Green** - the performance indicator is likely to meet or exceed its target.
**Blue** – the agreed action has been progressed to completion.
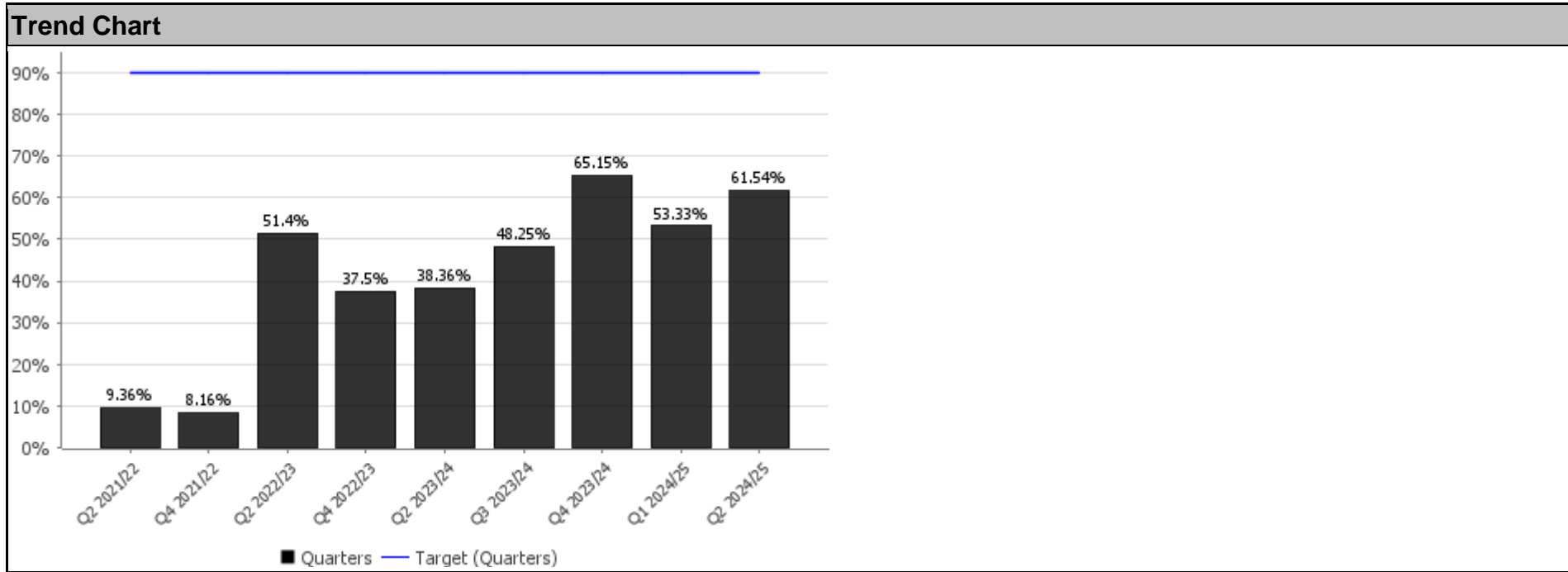
# Cross Council Performance Indicator Report
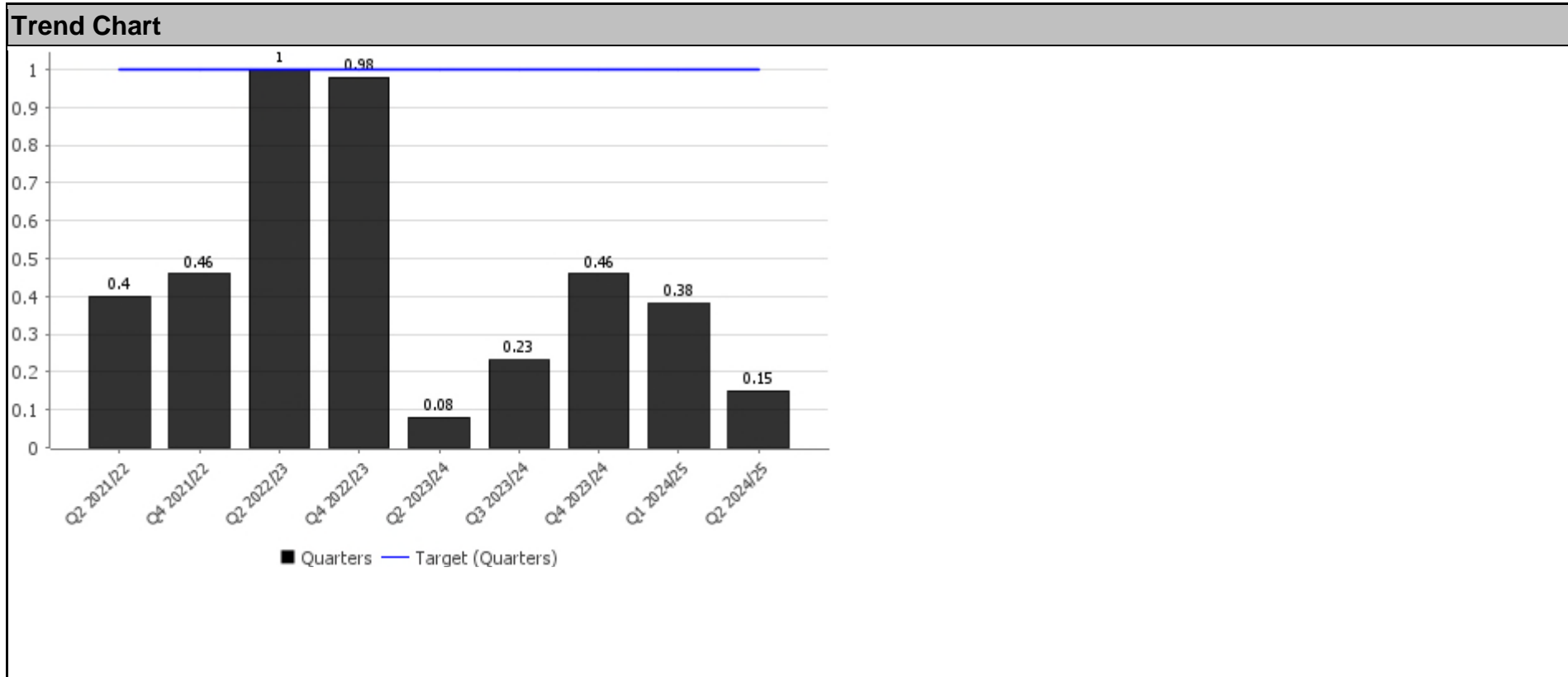
Service Performance Indicators at 30 September 2024

| Performance Indicator | | | | |
|---|---|---|---|---|
| CCG 01 – Sickness absence – The average number of working days per employee lost through sickness absence, expressed as a percentage of the number of working days available. | | | | |
| **Target** | **Actual** | **Intervention** | **RAG** | |
| 4% | 6.22% | 6.1% | AMBER | ⚠ |
| **Comment** | | | | |
| The Service continues to work closely with the Human Resources Team to ensure that short term and long-term sickness absence is addressed as a matter of priority. However, these matters are individually unique and it is difficult to forecast or prevent occasional fluctuations in the performance percentage over reporting periods. The Neighbourhood Services and Infrastructure Senior Management Team are aware of the areas within the service where sickness levels are higher and continue to work with relevant managers to address these. | | | | |

## Trend Chart



| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 4.01% | 4.67% | 6.41% | 6% | 5.68% | 5.52% | 5.74% | 5.92% | 6.22% |
| Q2 2021/22 | Q4 2021/22 | Q2 2022/23 | Q4 2022/23 | Q2 2023/24 | Q3 2023/24 | Q4 2023/24 | Q1 2024/25 | Q2 2024/25 |

■ Quarters —— Target (Quarters)

| Performance Indicator | | | | |
|---|---|---|---|---|
| CCG 02 – Sickness absence – Of the staff who had frequent and/or long-term sickness absence (they activated the sickness absence triggers), the proportion of these where there was management intervention. | | | | |
| **Target** | **Actual** | **Intervention** | **RAG** | |
| 90% | 61.54% | 79% | RED | 🔴 |
| **Comment** | | | | |

There is an increase in the performance of this indicator since the last reporting period. Intervention by managers is discussed at the Neighbourhood Services and Infrastructure (NSI) performance monitoring meetings.

The NSI Senior Management Team continues to work with Human Resources and managers within their own teams to ensure that intervention takes place and that it is recorded on MyView.

The NSI Senior Management Team is aware of the areas within the service where intervention has not taken place and discuss this with the relevant managers and will provide any support required. There is confidence that managers in most areas are holding conversations with staff on their return to work but that the conversations are not being recorded on the system. Some challenges with the reporting system have been identified, this is being worked on to find a resolution.

There is an expectation that the performance for this indicator will gradually improve over future reporting periods.

## Trend Chart



*Bar chart showing quarterly percentages against a target line (Target = 90%):*

- Q2 2021/22: 9.36%
- Q4 2021/22: 8.16%
- Q2 2022/23: 51.4%
- Q4 2022/23: 37.5%
- Q2 2023/24: 38.36%
- Q3 2023/24: 48.25%
- Q4 2023/24: 65.15%
- Q1 2024/25: 53.33%
- Q2 2024/25: 61.54%

■ Quarters  — Target (Quarters)

| Performance Indicator | | | |
|---|---|---|---|
| CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year. | | | |
| **Target** | **Actual** | **Intervention** | **RAG** |
| 1 | 0.15 | 2.1 | GREEN  ▷ |
| **Comment** | | | |

**Trend Analysis**: The directorate is demonstrating a decreasing trend of accident reporting for the 12-month period report in this quarter.

NSI encompasses various essential operational services, including road maintenance, cleaning, building management, and quarry operations. Due to the inherent risks associated with these services, safety is a top priority. All staff receive full support from management to ensure that their roles align with internal policies, guidelines, and legal obligations. Staff are regularly encouraged to report accidents, near misses, and incidents.

Safety and Resilience service, which falls under this directorate, is actively involved in various initiatives to enhance health and safety management for all staff across the Council. These initiatives include implementing a new electronic accident reporting database, conducting proactive health and safety policies, and establishing a health and safety staff representative programme.

**RIDDOR**: During this reported 12-month period there have been no RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable accidents.
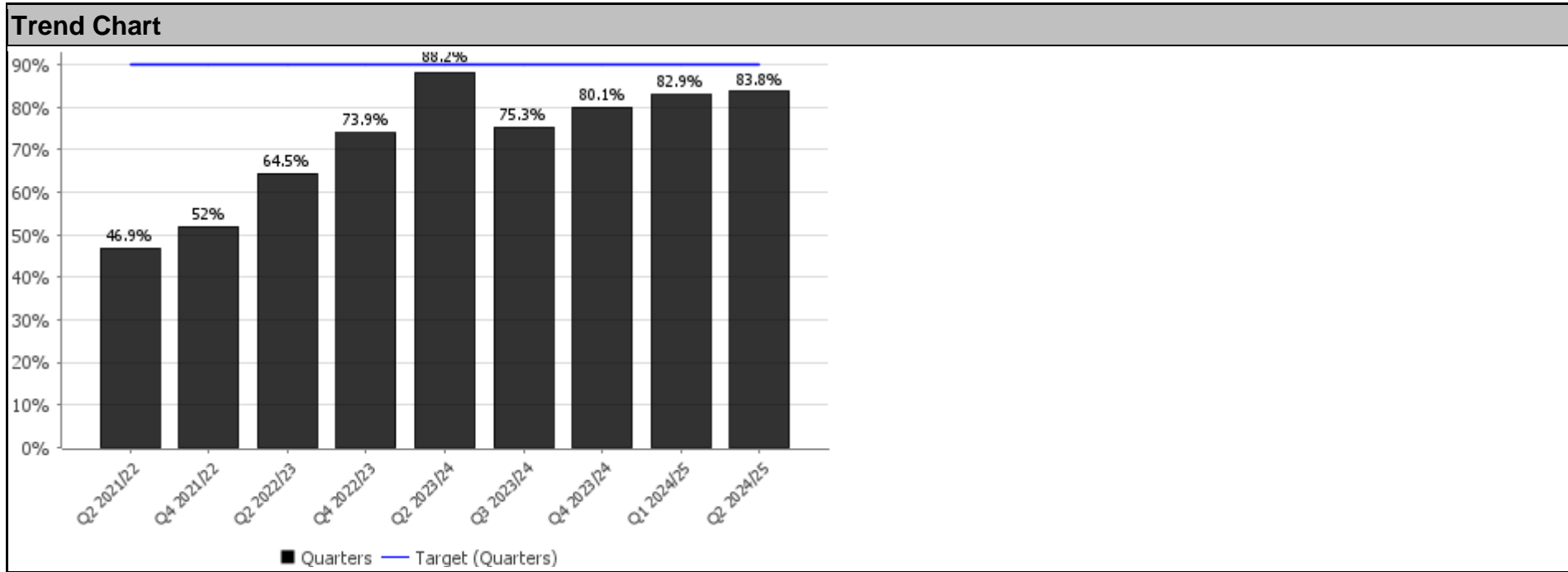
## Trend Chart



Chart legend: ■ Quarters — Target (Quarters)

Data points:
- Q2 2021/22: 0.4
- Q4 2021/22: 0.46
- Q2 2022/23: 1
- Q4 2022/23: 0.98
- Q2 2023/24: 0.08
- Q3 2023/24: 0.23
- Q4 2023/24: 0.46
- Q1 2024/25: 0.38
- Q2 2024/25: 0.15

| Performance Indicator |
|---|

CCG 04 – Budget control – The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.

| Target | Actual | Intervention | RAG | |
|---|---|---|---|---|
| 15% | 36% | 31% | RED | 🔴 |

| Comment |
|---|

The Neighbourhood Services and Infrastructure (NSI) Senior Management Team continues to contribute to the Revenue Expenditure Monitoring Report (REMR) process and flag up areas of concerns and difficulties. The profiling of operational budgets is challenging, given the often reactive nature of the work. Therefore, whilst attempts are made to appropriately profile cost centres at the start of the year, there will be inevitable variances throughout the financial reporting period which do not, in general, represent significant budget challenges.

| Trend Chart |
|---|

| Performance Indicator |
|---|
| CCG 05 – Recruitment and retention – The number of advertised service staff vacancies still vacant after six months from the time of advert, as a proportion of total staff vacancies. |

| Target | Actual | Intervention | RAG | |
|---|---|---|---|---|
| 2% | 20.93% | 4.1% | RED | 🔴 |

| Comment |
|---|
| Five posts remained vacant during this period, Database Support Officer, Asset Management Surveyor, Quantity Surveyor (Graduate / Chartered), Civil Engineer (Harbours and Structures) and Maintenance Officer. |

| Trend Chart |
|---|

| Performance Indicator | | | |
|---|---|---|---|
| CCG 06 – Recruitment and retention – The number of permanent service staff who leave the employment of Orkney Islands Council – but not through retirement or redundancy – as a proportion of all permanent service staff. | | | |

| Target | Actual | Intervention | RAG | |
|---|---|---|---|---|
| 5% | 1.82% | 10.1% | GREEN | ▶ |

| Comment |
|---|
| There were 330 permanent staff employed at this reporting period, 4 permanent members of staff resigned and 2 left for other reasons. |

| Trend Chart |
|---|

| Performance Indicator | | | | |
|---|---|---|---|---|
| CCG 07 – Good Conversations (formerly ERD) – The number of staff who receive (at least) an annual face-to-face performance review and development meeting, as a proportion of the total number of staff within the service. | | | | |
| **Target** | **Actual** | **Intervention** | **RAG** | |
| 90% | 83.8% | 79% | AMBER | ⚠️ |
| **Comment** | | | | |
| There is further improvement in the performance of this indicator which we are seeing each reporting period and which we anticipate will continue to improve.<br><br>The Neighbourhood Services and Infrastructure (NSI) Senior Management Team continue to meet on a regular basis with Human Resources to discuss the Good Conversation process performance to identify areas requiring support and training.<br><br>Heads of Service continue to work very closely with managers to provide support and to ensure that meetings are carried out on an annual basis. The recording sheet of the status of these meetings is held centrally and is accessible to the Corporate Director and all Heads of Service so they can check at any point in time on progress. Managers continue to provide regular support to operational staff as required.<br><br>Additional administrative support is dedicated to this process and these teams proactively send reminders to managers, set up meeting dates and issue the paperwork for the meetings, this support has had a positive impact on the performance of this indicator. | | | | |

## Trend Chart



90% ― 88.2%
Target (Quarters)

| Quarter | Value |
|---|---|
| Q2 2021/22 | 46.9% |
| Q4 2021/22 | 52% |
| Q2 2022/23 | 64.5% |
| Q4 2022/23 | 73.9% |
| Q2 2023/24 | 88.2% |
| Q3 2023/24 | 75.3% |
| Q4 2023/24 | 80.1% |
| Q1 2024/25 | 82.9% |
| Q2 2024/25 | 83.8% |

■ Quarters ── Target (Quarters)

| Performance Indicator | | | | |
|---|---|---|---|---|
| CCG 08 – Invoice payment – The number of invoices that were submitted accurately, and paid within 30 days of invoice date, as a proportion of the total number of invoices paid. | | | | |
| **Target** | **Actual** | | **Intervention** | **RAG** |
| 90% | 88.4% | | 79% | AMBER ⚠ |
| **Comment** | | | | |

This performance indicator remains at amber but there is a small improvement for this reporting period.

A breakdown below shows the percentages for each of the service areas:

- Planning and Community Protection – 88.94% paid within 30 days of the date on the invoice - 201 invoices paid within 30 days - 226 in total.
- Property, Asset Management and Facilities – 88.09% paid within 30 days of the date on the invoice – 1539 paid within 30 days – 1747 in total.
- Neighbourhood Services - 88.72% paid within 30 days – 1887 invoices in 30 days of the date on the invoice - 2127 in total.

A total of 4100 invoices were processed and submitted for payment by the Operational Support Team in the 6-month period from 1 April to 30 September 2024.

There continue to be some challenges with suppliers who send out invoices long after the date on the invoice, sometimes many months and sometimes longer, therefore the performance indicator is exceedingly difficult to meet. Also, some invoices are received before the goods are actually received, meaning they cannot be paid until the goods are received and checked.

**Trend Chart**



Chart data labels: 82.4% (Q2 2021/22), 83.9% (Q4 2021/22), 76% (Q2 2022/23), 79.1% (Q4 2022/23), 83.8% (Q2 2023/24), 81.9% (Q3 2023/24), 83% (Q4 2023/24), 88.2% (Q1 2024/25), 88.4% (Q2 2024/25)

Legend: ■ Quarters — Target (Quarters)

| Performance Indicator | | | | |
|---|---|---|---|---|
| CCG 09 – Mandatory training – The number of staff who have completed all mandatory training courses, as a percentage of the total number of staff in the service. | | | | |
| **Target** | **Actual** | **Intervention** | **RAG** | |
| 90% | 57.65% | 79% | RED | 🔴 |
| **Comment** | | | | |

There is a slight drop in the performance of this indicator since the last reporting period. The Neighbourhood Services and Infrastructure (NSI) Senior Management Team continues to work closely with the Organisational Development team to overcome challenges in ensuring that all staff complete mandatory iLearn training. Some staff, primarily operational staff, complete certain training as a matter of course and as part of their job specific training, and it was agreed with Organisational Development and with the Safety and Contingencies Team that these staff do not need to complete the iLearn training as well as this would be duplication; for accuracy of reporting these staff were removed from the report. The services actively monitor and manage job specific training that falls out with the mandatory iLearn modules and ensures that all training is completed and the relevant certificates are in place e.g. health and safety related training.

The Quality Assurance Officer in Neighbourhood Services has started running group sessions for employees and is gradually working through the entire operational team (both Roads and Waste). To date 5 sessions has been run and 17 individuals from Roads and 13 from Waste have now completed all the mandatory modules. There are approximately 40 staff in Roads and 30 in Waste, so progress is being made and the aim is to have all training completed by 31 March 2025. This may be more challenging over the winter as the team will be busy dealing with adverse weather conditions.

It may be helpful to be aware that if staff are off long term sick but have not reached the 4-week trigger period their training will show on the report as overdue even though they are not available to complete the training, after the 4-week trigger is reached the training will not show as overdue on the statistics.

Line managers receive automated emails from the iLearn system to inform them that staff training is overdue but staff members do not receive these emails direct. A discussion has taken place with Organisational Development to see if this can be changed. The automated emails go out to remind people that training is overdue, and there has been a request made to see if the reminder could be sent a month or so in advance of the training deadline date so that arrangements can be made for the training to be completed

prior to the deadline. Managers can access MyView to check if training is due but doing this manually when you have a large team is time consuming so an automated reminder email before the training was due would be beneficial.

**Trend Chart**
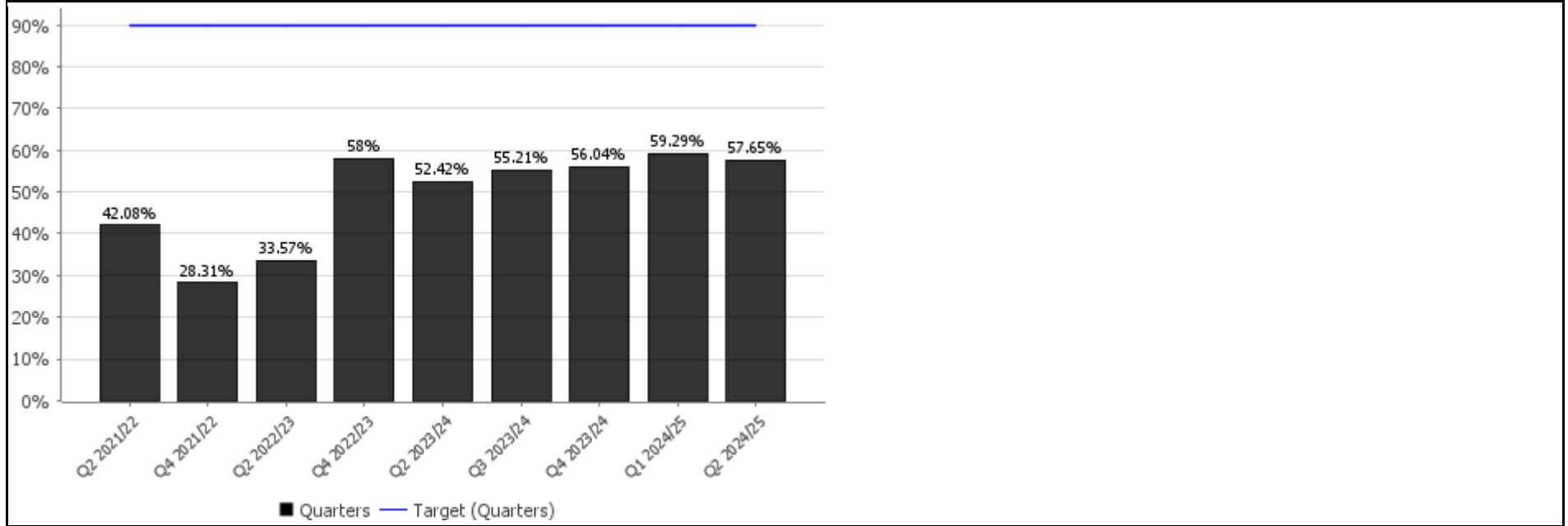


**RAG key**

Red - the performance indicator is experiencing significant underperformance, with a medium to high risk of failure to meet its target.
Amber - the performance indicator is experiencing minor underperformance, with a low risk of failure to meet its target.
Green - the performance indicator is likely to meet or exceed its target.

# Orkney Islands Council (OIC)
# Neighbourhood Services and Infrastructure (NSI) Service Risk Register – October 2024

## Risks by risk number

| Cluster. | Risk number. | Risk. | Owner. |
|---|---|---|---|
| Financial. | 1. | Waste. | Head of Neighbourhood Services. |
| Managerial/Professional. | 2. | Workforce Planning. | Corporate Director for Neighbourhood Services and Infrastructure. |
| Reputational. | 3. | Major Capital Projects, delay or failure. | Corporate Director for Neighbourhood Services and Infrastructure. |
| Financial. | 4. | Financial pressures across the Directorate – Fuel and inflationary costs. | Corporate Director for Neighbourhood Services and Infrastructure. |
| Financial. | 5. | Quarries, reduced income. | Head of Neighbourhood Services. |
| Financial. | 6. | Operational, insufficient funding. | Corporate Director for Neighbourhood Services and Infrastructure. |
| Legislative/Regulatory. | 7. | Health and Safety, accidents and incidents. | Corporate Director for Neighbourhood Services and Infrastructure. |
| Financial. | 8. | Residual liability, property not in use. | Head of Property, Asset Management and Facilities. |
| Financial. | 9. | Discretionary services and affordability. | Corporate Director for Neighbourhood Services and Infrastructure. |

| Cluster. | Risk number. | Risk. | Owner. |
|---|---|---|---|
| Managerial/Professional. | 10. | Failure to progress strategic objectives. | Corporate Director for Neighbourhood Services and Infrastructure. |
| Legislative/Regulatory. | 11. | Climate Change. | Corporate Director for Neighbourhood Services and Infrastructure. |
| Legislative/Regulatory. | 12. | The Effective Management of Trees and Woodlands. | Corporate Director for Neighbourhood Services and Infrastructure. |

# Risks by cluster

| Cluster. | Risk Number. | Risk. | Owner. |
|---|---|---|---|
| Legislative/Regulatory. | 7. | Health and Safety, accidents and incidents. | Corporate Director for Neighbourhood Services and Infrastructure. |
| Legislative/Regulatory. | 11. | Climate Change. | Corporate Director for Neighbourhood Services and Infrastructure. |
| Legislative/Regulatory. | 12. | The Effective Management of Trees and Woodlands. | Corporate Director for Neighbourhood Services and Infrastructure. |
| Financial. | 1. | Waste. | Head of Neighbourhood Services. |
| Financial. | 4. | Financial pressures across the Directorate - Fuel and inflationary costs. | Corporate Director for Neighbourhood Services and Infrastructure. |
| Financial. | 5. | Quarries, reduced income. | Head of Neighbourhood Services. |
| Financial. | 6. | Operational, insufficient funding. | Corporate Director for Neighbourhood Services and Infrastructure. |
| Financial. | 8. | Residual liability, property not in use. | Head of Property, Asset Management and Facilities. |
| Financial. | 9. | Discretionary services and affordability. | Corporate Director for Neighbourhood Services and Infrastructure. |
| Managerial/Professional. | 2. | Workforce Planning. | Corporate Director for Neighbourhood Services and Infrastructure. |

| Cluster. | Risk Number. | Risk. | Owner. |
|---|---|---|---|
| Managerial/Professional. | 10. | Failure to progress strategic objectives. | Corporate Director for Neighbourhood Services and Infrastructure. |
| Reputational. | 3. | Major Capital Projects. | Corporate Director for Neighbourhood Services and Infrastructure. |

# Risks by Owner

| Owner. | Cluster. | Risk Number. | Risk. |
|---|---|---|---|
| Corporate Director for Neighbourhood Services and Infrastructure. | Financial. | 6. | Operational, insufficient funding. |
| Corporate Director for Neighbourhood Services and Infrastructure. | Financial. | 9. | Discretionary services and affordability. |
| Corporate Director for Neighbourhood Services and Infrastructure. | Legislative/Regulatory. | 7. | Health and Safety, accidents and incidents. |
| Corporate Director for Neighbourhood Services and Infrastructure. | Managerial/Professional. | 10. | Failure to progress strategic objectives. |
| Corporate Director for Neighbourhood Services and Infrastructure. | Financial. | 4. | Financial pressures across the Directorate - Fuel and inflationary costs. |
| Corporate Director for Neighbourhood Services and Infrastructure. | Managerial/Professional. | 2. | Workforce Planning. |
| Corporate Director for Neighbourhood Services and Infrastructure. | Reputational. | 3. | Major Capital Projects, delay or failure. |
| Corporate Director for Neighbourhood Services and Infrastructure. | Legislative/Regulatory. | 11. | Climate Change. |
| Corporate Director for Neighbourhood Services and Infrastructure. | Legislative/Regulatory. | 12. | The Effective Management of Trees and Woodlands. |
| Head of Neighbourhood Services. | Financial. | 1. | Waste. |
| Head of Neighbourhood Services. | Financial. | 5. | Quarries, reduced income. |

| Owner. | Cluster. | Risk Number. | Risk. |
|---|---|---|---|
| Head of Property, Asset Management and Facilities. | Financial. | 8. | Residual liability, property not in use. |

# Risks by rating

| Risk Rating. | Owner. | Cluster. | Risk Number. | Risk. |
|---|---|---|---|---|
| 20. | Head of Neighbourhood Services. | Financial. | 5. | Quarries, reduced income. |
| 20. | Corporate Director for Neighbourhood Services and Infrastructure. | Legislative/Regulatory | 11. | Climate Change. |
| 16. | Corporate Director for Neighbourhood Services and Infrastructure. | Financial. | 9. | Discretionary services and affordability. |
| 15. | Corporate Director for Neighbourhood Services and Infrastructure. | Financial. | 6. | Operational, insufficient funding. |
| 15. | Corporate Director for Neighbourhood Services and Infrastructure. | Managerial/Professional. | 10. | Failure to progress strategic objectives. |
| 15. | Corporate Director for Neighbourhood Services and Infrastructure. | Reputational. | 3. | Major Capital Projects, delay or failure. |
| 12. | Corporate Director for Neighbourhood Services and Infrastructure. | Managerial/Professional. | 2. | Workforce Planning. |
| 12. | Head of Neighbourhood Services. | Financial. | 1. | Waste. |
| 12. | Corporate Director for Neighbourhood Services and Infrastructure. | Legislative/Regulatory. | 12. | The Effective Management of |

| Risk Rating. | Owner. | Cluster. | Risk Number. | Risk. |
|---|---|---|---|---|
| | | | | Trees and Woodlands. |
| 9. | Head of Property, Asset Management and Facilities. | Financial. | 8. | Residual liability, property not in use. |
| 8. | Corporate Director for Neighbourhood Services and Infrastructure. | Legislative/Regulatory. | 7. | Health and Safety, accidents and incidents. |
| 6. | Corporate Director for Neighbourhood Services and Infrastructure. | Financial. | 4. | Financial pressures across the Directorate - Fuel and inflationary costs. |

**Risk Prioritisation Matrix**

| | | | IMPACT | | | | |
|---|---|---|---|---|---|---|---|
| | | | 1. | 2. | 3. | 4. | 5. |
| | | | Insignifica nt | Minor | Moderate | Major | Severe |
| **LIKELIHOOD** | 5. | Almost Certain. | Medium | Medium | High | High | Extreme |
| | 4. | Likely. | Medium | Medium | Medium | High | Extreme |
| | 3. | Possible. | Low | Medium | Medium | High | High |
| | 2. | Unlikely. | Low | Low | Medium | Medium | High |
| | 1. | Rare. | Low | Low | Low | Medium | High |

| Risk Number. | | | Risk Title. | | | | | Cluster. | | Owner. | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 01. | | | Affordability of Waste collection and disposal. | | | | | Financial. | | Head of Neighbourhood Services. | |
| **Likelihood:** | 4. | **Impact:** | 3. | **RAG:** | Yellow. | | **Current Risk Score:** | | 12. | **Target Risk Score:** | 4. |

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
|---|---|---|---|---|
| Affordability of existing waste collection models. | The Council fails in the delivery of this service, waste is not collected. | The Council will be unable to fulfil its regulatory obligations with regards to waste collection.<br><br>The Council will not be able to close the gap towards meeting the Government targets for recycling. | Treat. | 01.01 – Ongoing programme of review and service redesign.<br><br>01.02 — Integrated Waste Strategy. Following the Council decision that this project is now unaffordable, work has started on developing a new waste strategy which would look to identify service improvements, efficiencies and opportunities for redesign. A tender has been issued, with an estimated award date of October 2024, with the final strategy expected in January 2025.<br><br>01.03 – The Service continues to review best practice and looking at examples from other places, both within Scotland and beyond. |

| Risk Number. | | Risk Title. | | | | Cluster. | Owner. | |
|---|---|---|---|---|---|---|---|---|
| 02. | | Workforce Planning. | | | | Managerial/Professional. | Corporate Director for Neighbourhood Services and Infrastructure. | |
| **Likelihood:** | 5. | **Impact:** | 3. | **RAG:** | Amber. | **Current Risk Score:** | 12. | **Target Risk Score:** 6. |

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
|---|---|---|---|---|
| The Council may have insufficient training plans in place and Good Conversations (GCs) not being conducted regularly.<br><br>Challenge of recruitment to key professional posts.<br><br>Lack of proper training including career grade plans/apprenticeships will impact on the Service in the future.<br><br>Workforce Plans were approved through Committee in March 2017, and further reviewed through the | The Council does not have fully trained staff, in the right place, at the right time, to deliver set priorities and/or statutory functions.<br><br>Unable to recruit to key posts. | The Council cannot manage with an untrained workforce.<br><br>Existing workforce becomes demoralised; service standards drop; an increased risk of non-compliance with changes in legislation, practices etc. | Treat. | 02.01 – Appropriate systems in place to measure competency, ensure training, and people development is undertaken as required. With a particular focus on statutory services.<br><br>02.02 – Workforce Plans implemented within teams. Noted that budget pressures will impact on plans, and that recruitment for some key posts remains very difficult. At every possible opportunity (such as a staff member leaving) the Service Manager and Head of Service will review their staffing profile and consider any reasonable changes.<br><br>02.03 – A focus on Good Conversations for all staff from 2022/23 to date has significantly improved performance with feedback from staff who have conducted the Good Conversation framework that this is helpful for all involved. |

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
|---|---|---|---|---|
| staffing re-structure in 2021/22. | | | | 02.04 Use of the Council's vacancy review process when a post becomes vacant. This can also provide internal opportunities and growth within existing employees. |

| Risk Number. | | Risk Title. | | | | Cluster. | Owner. | |
|---|---|---|---|---|---|---|---|---|
| 03. | | Major capital project delay or failure. | | | | Reputational. | Corporate Director for Neighbourhood Services and Infrastructure. | |
| **Likelihood:** | 5. | **Impact:** | 3. | **RAG:** | AMBER. | **Current Risk Score:** | 15. | **Target Risk Score:** | 6. |

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
|---|---|---|---|---|
| The risk of insufficient financial and/or staff resources to meet current and future demand makes it difficult for the Council to realise its priorities e.g. Scale Wind, Islands Deal, Harbours Master Plan.<br><br>Failure to spend grant funding.<br><br>Reputational damage. | Strategic high-level project programme slippage or failure of being over budget.<br><br>Scale of project management business requirements associated with key strategic projects over the next 5 to 10 years. | Failure to deliver major projects.<br><br>Failure to deliver anticipated income or anticipated efficiency savings.<br><br>Reputational harm.<br><br>Impact on Service Delivery. | Treat. | 03.01 – Ensuring appropriate consideration of pressures during capital and revenue budget setting and most efficient use of existing resources.<br><br>03.02 – Establish additional project specific staff and budget resources to ensure new project delivery where required.<br><br>03.03 – Complete the implementation of recommendations relevant to the capital programme arising from the external review of the Planning Service. Planning resource and planning agent role within the property |

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
|---|---|---|---|---|
| Resources – financial and people, including loss of key staff and difficulty in recruiting new members of the team on a timely basis. | | | | team has been established but there are challenges in progressing recruitment.

03.04 – Seeking to conclude the planning for the next capital programme (period 2024 to 2029) by May 2025, and thereafter adjust resource levels to meet delivery demands. The switch in focus towards a Capital Investment Strategy (CIS) will provide a refreshed and streamlined framework within which decisions can be made.

03.05 – Closer working with Elected Members around the prioritisation of the future Capital Programme, including an interactive seminar in Summer 2023, and follow up sessions scheduled for Winter 2023 and Spring 2024, before final consideration by Policy and Resources before the end of 2024.

03.06 - New Capital Project Appraisal process is in development to streamline the consideration of recommended projects.

03.07 - A number of projects were removed from the capital programme following a recommendation by the Policy and Resources Committee in June 2024. |

| Risk Number. | Risk Title. | | Cluster. | Owner. |
|---|---|---|---|---|
| 04. | Financial pressures across the Directorate - Fuel and inflationary costs. | | Financial. | Corporate Director for Neighbourhood Services and Infrastructure. |

| Likelihood: | 2. | Impact: | 3. | RAG: | Yellow. | Current Risk Score: | 6. | Target Risk Score: | 6. |
|---|---|---|---|---|---|---|---|---|---|

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
|---|---|---|---|---|
| The Council faces challenges because of the volatility of fuel costs and the very high rate of inflation, which affects both materials and labour costs.<br><br>The running costs for plant and vehicles are directly affected by the cost of fuel. This is particularly challenging for contracted services where the Council is obliged to honour contractual agreements. | The Council has a large increase in costs which impacts on the services that are delivered across this Directorate. | Running costs of Council premises and associated energy efficiency impacted. | Tolerate. | 04.01 – Contingency planning where possible to account for current financial situation, including information to Members when appropriate around risks and consequences.<br><br>04.02 – Continued very close working relationship with Finance colleagues to seek advice and support.<br><br>04.03 – Procurement critical in terms of seeking best tenders and appropriate value for money solutions, including the use of nationally agreed frameworks where appropriate (for example, Energy costs).<br><br>04.04 – Encourage lower fuel usage. Migration to low energy vehicles and other alternative fuels.<br><br>04.05 – Capital project development of renewables to offset energy consumption |

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
|---|---|---|---|---|
| | | | | (electricity rather than oil) through Council owned renewables project and properties. |

| Risk Number. | Risk Title. | | Cluster. | Owner. | |
|---|---|---|---|---|---|
| 05. | Reduced income from business activities from Quarries and associated budget overspend due to self-financed strategy which relies on income generation and continued supply. | | Financial. | Head of Neighbourhood Services. | |
| Likelihood: | 5. | Impact: | 4. | RAG: | Amber. |

| Likelihood: | 5. | Impact: | 4. | RAG: | Amber. | Current Risk Score: | 20. | Target Risk Score: | 4. |
|---|---|---|---|---|---|---|---|---|---|

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
|---|---|---|---|---|
| The Council Quarry has been a significant income resource which has been applied to a self-financing budget approach within NSI.<br><br>This is market dependent on the availability of infrastructure and ongoing supply. When sales fall (as in 2022/23) this anticipated income is not realised and there is then an associated burden on the NSI budget. | Change in local market for quarry goods.<br><br>Extensive periods of plant breakdown/time to replace unplanned failure. | Lack of availability of quarry products for Council projects and local markets.<br><br>NSI self-financed budget strategy leading to overspend. | Treat. | 05.01 – The updated Business Plan covering the period 2024 – 2029 has been approved by Council. This Plan identifies opportunities around income generation and sets out the platform for the long term sustainability of the Quarry.<br><br>05.02 – Closer working arrangements with the Roads Operations team to ensure that the Quarry team fully understands future demand and can supply the appropriate product.<br><br>05.03 – The pricing strategy has been reviewed to ensure that it remains competitive within the market whilst covering costs. This remains under close |

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
|---|---|---|---|---|
| | | | | review given the dynamic conditions within the market.<br><br>05.04 – The enabling works for the quarry expansion have been completed and work is underway to develop and implement the appropriate exploitation strategy.<br><br>05.05 – Permanent Quarry Manager now in post following the retirement of the previous post holder in Spring 2022.<br><br>05.06 – External support for blasting procured and implemented in March 2023. This enabled a significant amount of stone to be made available which supports current planned programmes. |

| Risk Number. | Risk Title. | | Cluster. | Owner. |
|---|---|---|---|---|
| 06. | Insufficient Operational equipment and infrastructure funding, including support of the maintenance of current assets and infrastructure. | | Financial. | Corporate Director for Neighbourhood Services and Infrastructure. |

| Likelihood: | 5. | Impact: | 3. | RAG: | Amber. | Current Risk Score: | 15. | Target Risk Score: | 9. |
|---|---|---|---|---|---|---|---|---|---|

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
|---|---|---|---|---|
| The Council may not have sufficient funds to sustain assets, replace ageing assets and develop key assets and infrastructure.<br><br>Essential plant and equipment have to be maintained to ensure they can support the Council's services.<br><br>Existing building assets must be maintained to agreed standards and, where possible, supported towards Net Zero targets. | The Council does not have sufficient budget to maintain or develop its essential assets or infrastructure to provide public services.<br><br>The Council cannot implement an asset management strategy.<br><br>The Council fails to meet statutory or regulatory requirements on maintenance. | Plant, equipment and infrastructure deteriorate; services are not delivered.<br><br>Council's reputation at risk.<br><br>Risk of accidents and potential claims. | Tolerate. | 06.01 – Funded asset management plans are in place for annual programmes for repair and replacement across roads, fleet, property and IT. The funding allocated for these programmes has been increased from FY 25/26 which will ease some of the pressure.<br><br>06.02 – Capital programme planning and prioritisation focusing on repairs, renewals and additions that mitigate rising costs through a revised business focussed Capital Project Appraisal process and linked to the Asset Management Plan.<br><br>06.03 – Consideration of the priorities for the Capital Programme for 2024 to 2029, and development of a new Capital Investment Strategy to cover this period.<br><br>06.04 – Cross working with the Estates team to reduce the size of the "estate" in the current Medium-Term Resource Strategy (MTRS) planning period to then see a fall in demand for maintenance (pressure on funding the asset replacement).<br><br>06.05 – Through the budget process review the standards of service delivery to set a "lower bar" in terms of the |

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
|---|---|---|---|---|
| | | | | performance target in areas such as roads and street cleansing. This then impacts on the volume of work and the plant and equipment/vehicles needed and would probably increase complaints and customer dis-satisfaction. All needs to be considered as part of the 2025/26 budget setting process. |

| Risk Number. | Risk Title. | | | Cluster. | Owner. |
|---|---|---|---|---|---|
| 07. | Health and Safety; accidents and incidents. | | | Legislative/Regulatory. | Corporate Director for Neighbourhood Services and Infrastructure. |

| Likelihood: | 2. | Impact: | 4. | RAG: | Yellow. | Current Risk Score: | 8. | Target Risk Score: | 6. |
|---|---|---|---|---|---|---|---|---|---|

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
|---|---|---|---|---|
| The risk of not managing accidents and health and safety incidents.<br><br>Particular operational vulnerabilities are:<br><br>• Hand and Arm Vibration Syndrome (HAVS), | The Council not supporting the wellbeing of staff.<br><br>The Council fails to manage accidents and health and safety incidents appropriately. | An increase in the number of accidents/ incidents; loss of productivity; loss of equipment; an increased risk of legal challenges; risk of financial claims and financial penalties. | Treat. | 07.01 – Council Health and Safety Policy - due for review in March 2025.<br><br>07.02 - Hand and Arm Vibration Syndrome Policy and training due by 31 March 2025.<br><br>07.03 – Lone Working Policy and Guidance - due for review in 2025. |

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
|---|---|---|---|---|
| <ul><li>quarrying accident,</li><li>lifting injury,</li><li>machinery injury,</li><li>heavy vehicle – moving injury,</li><li>Waste related injury / contamination,</li><li>lone working,</li><li>working at height and up ladders.</li></ul> | | | | 07.04 - Fire Safety Policy – due for review in 2026.<br><br>07.05 - Major Emergency Plan – due for review in June 2025.<br><br>07.06 – Training programme(s), reporting, implementing improvements.<br><br>07.07 – Work Methods Safety meetings and reviews. Safety Management Systems and Audit.<br><br>07.08 – Maintaining a comprehensive schedule of staff and management meetings and culture in relation to Health and Safety matters e.g. quarterly cross service management health and safety meetings, tool box talks etc. Delivering the Safety Forums, including Member attendance.<br><br>07.09 – Service Health and Safety Induction process and introduction of new Near Miss Process in Spring 2021.<br><br>07.10 – Ongoing review of Health and Safety issues at various management forums including Heads of Service, works reps meetings and union meetings. |

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
|---|---|---|---|---|
| | | | | 07.11 – Access to People Safe MySOS devices (or equivalent devices) to services with a high level of lone working.<br><br>07.12 – Use of Violence/Unacceptable Behaviour Flagging process to alert staff of potentially challenging service users.<br><br>07.13 – Health and Safety continues to be a priority topic for operational services, including at toolbox talks. |

| Risk Number. | Risk Title. | | Cluster. | Owner. |
|---|---|---|---|---|
| 08. | Residual Liability for properties no longer in original use. | | Financial. | Head of Property, Asset Management and Facilities. |

| Likelihood: | 3. | Impact: | 3. | RAG: | Yellow. | Current Risk Score: | 9. | Target Risk Score: | 6. |
|---|---|---|---|---|---|---|---|---|---|

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
|---|---|---|---|---|
| The Council is exposed to significant expenditure to remediate sites to appropriate level. | Current liability (has been the case for many years). | Financial, staff resources for inspection, planning, penalties. Specialist studies are required. | Treat. | 08.01 – Asset Management planning and mitigation, including the disposal of assets which are no longer required.<br><br>08.02 – Prioritise inspection and immediate remedial action through existing service |

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
|---|---|---|---|---|
| Public liability arising from the fact that sites are no longer in active use. Hence not necessarily secure or part of an inspection regime. The alternative is the Council does nothing and is at risk of claim arising from injury etc. | | Public health and reputation. | | budgets with corresponding risk of overspend.<br><br>08.03 – Additional budget pressures associated with any approval for the final works programme.<br><br>08.04 – Cross-Directorate work to support the Estates team on accelerating (if possible) disposal routes, including bringing in external support to deliver this project given current lack of staffing resources within the Estates Team. |

| Risk Number. | | Risk Title. | | | | | Cluster. | | Owner. | |
|---|---|---|---|---|---|---|---|---|---|---|
| 9. | | Affordability of Neighbourhood Services and Infrastructure Services and likelihood of reduction in spending on discretionary services. | | | | | Financial. | | Corporate Director for Neighbourhood Services and Infrastructure. | |
| **Likelihood:** | 4. | **Impact:** | 4. | **RAG:** | Amber. | **Current Risk Score:** | | 16. | **Target Risk Score:** | 4. |

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
|---|---|---|---|---|
| Political expectation that service levels will not change despite budget reductions. | Budget reductions below baseline service level requirement. | Budget overspends. | Treat. | 09.01 – Ensure full awareness and understanding of consequences through the budget setting process. |

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
|---|---|---|---|---|
| Discretionary services likely to be the focus for reductions in funding. | | | | 09.02 – Strong Corporate Leadership/ Improvement Support Team Board approach to budget setting. <br><br> 09.03 – Follow through budget savings with service changes quickly and resolutely following decisions. |

| Risk Number. | Risk Title. | | | Cluster. | Owner. |
|---|---|---|---|---|---|
| 10. | Failure to progress strategic objectives due to the inevitable focus on day-to-day service delivery. | | | Managerial/Professional. | Corporate Director for Neighbourhood Services and Infrastructure. |
| **Likelihood:** | 5. | **Impact:** | 3. | **RAG:** Amber. | **Current Risk Score:** 15. **Target Risk Score:** 12. |

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
|---|---|---|---|---|
| Lack of progress on strategic outcomes. <br><br> Loss of opportunity. <br><br> Medium to long term failure of service. | Volume of attention required on day-to-day activities and priorities that removes time, resource commitment and focus away from progressing strategic objectives, e.g. both operational such as responding to day-to-day questions and/or requests and also corporate processes, e.g. Freedom of | Strategies not delivered. <br><br> Service failure. <br><br> Negative impact on service delivery. <br><br> Deterioration in long term performance of the service. | Treat. | 10.01 – Seek to focus resources on delivery of the Council Plan's approved strategic objectives/projects for the service. <br><br> 10.02 – Managing expectations in regard to the responsiveness of day-to-day operational demands and also corporate demands. <br><br> 10.03 – Re-calibration of service standards e.g. review service response |

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
|---|---|---|---|---|
| | Information (FOI), performance management etc. | Inefficiencies.<br><br>Pressure on staff leading to poor health and wellbeing e.g. stress, sickness and/or a drop in morale. | | standards/times for non-safety critical or strategic outcome items.<br><br>10.04 – Regular and open communication with Community Councils and Councillors, with visible senior leadership throughout. |

| Risk Number. | | Risk Title. | | | | Cluster. | Owner. | |
|---|---|---|---|---|---|---|---|---|
| 11. | | Climate Change. | | | | Physical. | Corporate Director for Neighbourhood Services and Infrastructure. | |
| **Likelihood:** | 4. | **Impact:** | 5. | **RAG:** | Red. | **Current Risk Score:** | 20. | **Target Risk Score:** | 12. |

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
|---|---|---|---|---|
| Council infrastructure impacted by extreme and unpredictable weather, resulting in increased costs of maintenance and weakened or disrupted delivery of services including travel disruption.<br><br>Communities facing increased frequency of | Extreme and unpredictable sustained weather (lightning, winds, tides) causes increased damage or wear and tear to Council infrastructure.<br><br>Increased severity of coastal flooding leads to damage to property in coastal communities, while surface | Weakened or disrupted delivery of Council services including transport, roads maintenance, property access and digital services.<br><br>Reduced economic output in Orkney requires | Treat | 11.01 – Declaration of Climate Emergency.<br><br>11.02 – New Council Plan has specific climate related goals including baseline review and Net Zero targets and milestones.<br><br>11.03 – Local Heat and Energy Efficiency Strategy. |

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
|---|---|---|---|---|
| coastal flooding and increased volumes of surface water.<br><br>Local economic production affected by climate impacts.<br><br>Transition to support climate response initiatives require significant capital investment. | water levels impact transport routes and agricultural activities in the community.<br><br>Surface water and other climate impacts affect normal activity cycles impacting food production including agriculture.<br><br>Move to Net Zero requires capital funding and resourcing beyond Council capacity. | increased Council interventions.<br><br>Failure to meet targets or reductions in funding of other Council Priorities to support initiatives. | | 11.04 – Flood Risk Management Plan 2022 – 2028.<br><br>11.05 – Resilience review and response to SEPA Flood Warnings as an Incident Management process.<br><br>11.06 – Preparation of the Coastal Change Adaptation Plan.<br><br>11.07 – Development of local resilience capabilities and the ongoing involvement in resilience planning and exercises.<br><br>11.08 – Development of Climate Change Strategy and Action Plan, with associated engagement events with Members and Officers.<br><br>11.09 – Cross-Council officer working group established, recognising that Climate Change impacts all Directorates.<br><br>11.10 – Contractors appointed to complete an independent study into indicative Council transition pathways towards net zero, work started Autumn 2024. |

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
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| | | | | 11.11 - Report, along with a proposed new Vision statement, presented to Policy and Resources in September 2024. |

| Risk Number. | Risk Title. | | | Cluster. | Owner. | |
|---|---|---|---|---|---|---|
| 12. | The Effective Management of Trees and Woodlands on Land that is in the Ownership and Control of the Council. | | | Legislative/Regulatory | Corporate Director for Neighbourhood Services and Infrastructure. | |
| **Likelihood:** 3. | **Impact:** 4. | **RAG:** Amber. | **Current Risk Score:** 12. | | **Target Risk Score:** 12. | |

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
|---|---|---|---|---|
| The potential for falling trees or branches to cause injury to members of the public visiting the location or cause damage to neighbouring land / property. | Lack of regular inspection of all trees in the ownership and / or control of the Council.<br><br>Disease such as Ash Dieback affecting the structural integrity of a tree(s). | Injury to visiting members of the public and/or damage to neighbouring land and/or property, and/or damage to vehicles.<br><br>Financial claims from third party if they suffer accident, injury, loss or damage.<br><br>Reputational damage to Council. | Treat. | 12.01 – Include all trees in the ownership and control of the Council in the bi-annual tree survey and inspection that is completed on some of OIC trees as part of the ground maintenance work completed by Engineering Services.<br><br>12.02 – Establish a budget for the onwards maintenance and management of all trees in the ownership and control of the Council.<br><br>12.03 – Undertake any maintenance works e.g. felling trees/lopping |

| Vulnerability. | Trigger. | Consequences. | Options. | Mitigating Actions. |
|---|---|---|---|---|
| | | | | branches where there is an immediate risk to public safety.<br><br>12.04 – Where a large number of trees require to be felled provide for compensatory replacement tree planting on-site or in general location. |